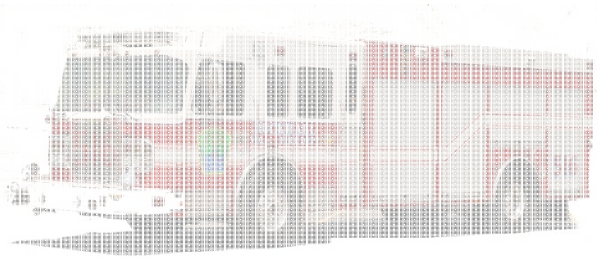
Arizona Department Water Resources



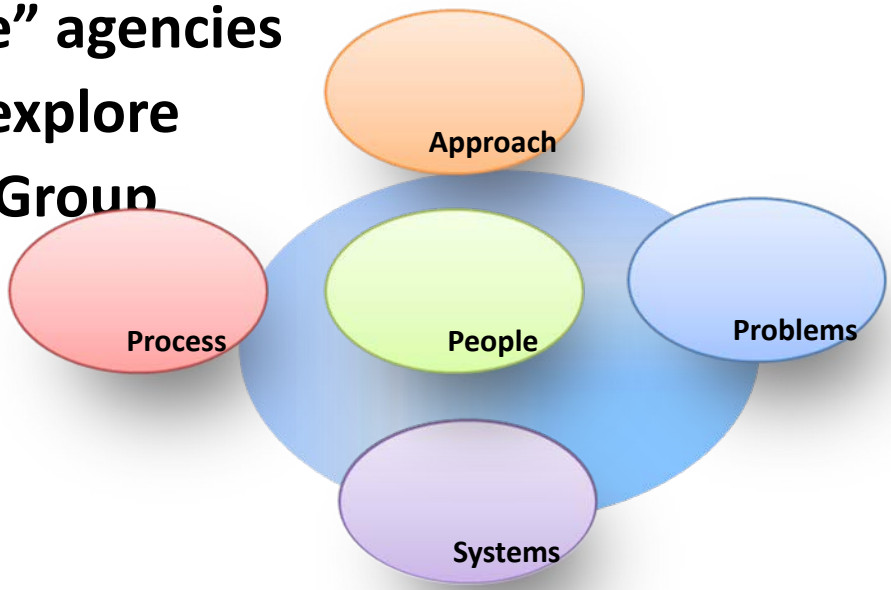
Efficiency Review

Goal for Efficiency Review

- **Overall improvement of the Assured Water Permit Process by 15 to 30 percent and address complaints that the permitting process is “too lengthy.”**

Approach

- Captured Existing Permitting process
- Obtained Estimates on the hrs involved (on average) for permits
- Cross-functional Unit White Board Sessions to Identify Problems
- Bench Marking of other “like” agencies
- Listed out Opportunities to explore
- Stakeholder Meeting/Work Group



Model for Achieving Permitting Efficiency

Unearth Efficiency Issues

Formulate Efficiency Plan

Facilitate Problem Solving

Helpful	Harmful
Strengths	Weakness
Opportunities	Threats

Increase Turn Around Time of Permits

Institute Monitoring/ Tracking System

Create Action Plans

Steps & Methodology

Deputy Assistant Director

External Review Group

- **Systematic Approach to a long term effort**
- **Customer Involvement**
- **Project (Opportunity Selection)**

Efficiency Issues

- Education
- Internal & External Communication
- Culture
- Process (Definition)
- Tracking & Monitoring
- Quality Requirements & Standardization
- Accountability (All parties)
- Statute Rule & Policy (Revisit)

5 Objectives of Effort

- Baseline and document what the time table is for types of permits to be turned around
- Determine and document what are resources involved in quickly turning around a permit (various)
- Benchmark DEQs similar process and identify best practices and process that are transferable to this effort
- Aggressively identify opportunities to achieve a 15 percent efficiency within 3-5 weeks and be able to communicate the value and benefit to ADWR stakeholders in a meeting.
- Streamline the existing process and seek opportunities to leverage technology (tools) available to track, notify, monitor, control and communicate progress on Permits submitted

PRE-APPLICATION STEP 1.

COMPLETENESS APPLICATION REVIEW STEP 2.

CORRECTNESS APPLICATION REVEIW STEP 3.

PERMIT ISSUANCE / DENIAL (FILE CLEAN UP) STEP 4.

Begin __Submittal_

- Movement Toward a Phase Approach
- WARNING! NEXT SLIDE IS VERY BUSY (But has value)

Efficiency Opportunities - 15%

		Weight
1. **Enforce Initial Policy (one time only)**	**20-30% Efficiency**	10
2. Baseline Estimate on Process Applications		8
3. Manage/Restrict Clock (Clock only starts when application is accepted)		8
4. On-line Status Check (Dash Board)		8
5. File Manager Publish Exceptions & Discrepancy Reports		6
6. Weekly Meetings/Review (Internally) => Program Management.		6
7. Throttle: Clients/Consultants – Revisit (*Must wait in queue)*		5
Multi-tasking (workload) - Must wait in queue - Req. buy in from legislature		5
8. **On-line Filing and Use of Water Demand Tools**	**15-20 % Efficiency**	2
10. Consider a priority system - Type & categorize (expedite large fees)		
11. Structured meeting with File Manager and Hydrologist based on Application		
12. ADWR Leadership holds the line on policy "Change of Culture"		
13. Customer and internal Sign-offs as Permit moves through the process		
14. **Training-Education: Internal & External**	**5-10 % Efficiency**	
15. Leverage Checklist throughout to ensure completeness		
16. Staff spend a lot of time searching for docs (Imaging vi Fortis or Share Point)		

PRE-APPLICATION STEP 1.

COMPLETENESS APPLICATION REVIEW STEP 2.

Opportunity:
Clock starts when only after meeting Application review and established criteria is set

Agency will move towards a Phased Approach which Will provide improved tracking and communication of status

Conservative: 15 to 30 percent efficiency

Efficiency Opportunities

Education (1)	Communication (2)	Culture Change (3)	Process (4)
■ Provide Guidance ■ Leverage Check List ■ Communicate Expectations *(How, when, where?)* ■ Layout Applicants Needs	■ Provide clearer Expectations ■ Leverage Dash Board ■ Provide Monthly Billing ■ Send Status Reports ■ Improve minutes -Weekly Meeting	■Enforce Policy. ■Train internally on new process ■Include process as Part of ■ Employee Evaluations *"Hold the Line"*	■ Determine Phases *(Status – Where?)* ■Define Process Internal/External ■Improve tools ■ Determine Standard-Non-Standard

Tracking (5)	Quality (6)	Accountability (7)	Statue-Rule Policy (8)
■ Leverage Tools (Billing) ■LTF (Improved notification) ■WBS *(Simple & Codes)* ■Set Internal Time Frames ■Obtain Resource to Handle Billing ■Consider Triple Constraints *(Time, Quality, Cost, Scope)*	■Simplify Process *(Check List)* ■Application Review	■Sign-Off *(Internal/External)* ■ Improved Meeting Doc ■On-Line Check Box-Agree to terms ■Internal estimates provided	■Change App Agreement ■Policy Enforcement, INI

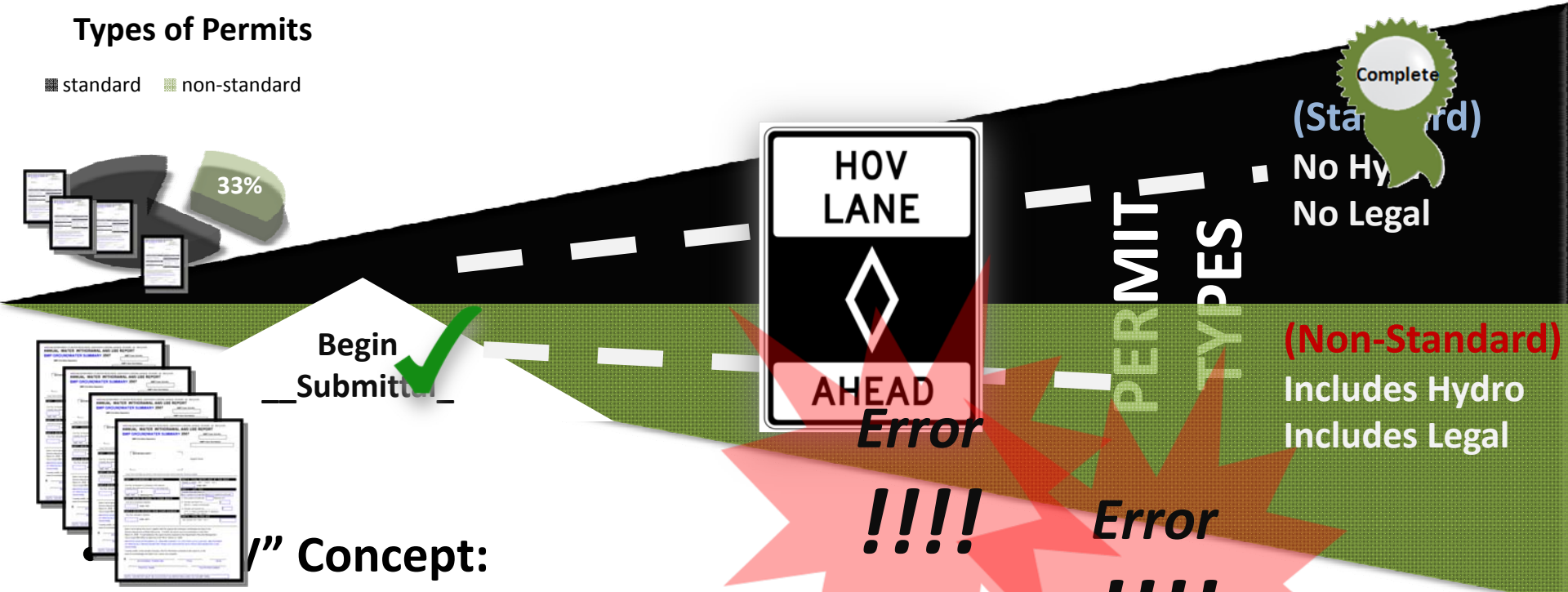
Perception (9)			
■ Ensure Transparency in Process *(Education)*			

PRE-APPLICATION STEP 1.

COMPLETENESS APPLICATION REVIEW STEP 2.

CORRECTNESS APPLICATION REVEIW STEP 3.

PERMIT ISSUANCE / DENIAL (FILE CLEAN UP) STEP 4.



/" Concept:

- Split Out Types of Permit
- Result:
  - Increased Completion Rate
  - Managed Expectations
  - Less Congestion

Next Steps

- Collect Groups Feedback and analyze information
- Provide Findings Report
- Identify Opportunities

ADWR - Permits, Forms, and Applications - Windows Internet Explorer

http://www.azwater.gov/AzDWR/PermitsFormsApplications/PermitsFormsApplications.htm

About Us | Data Center | Divisions | Management/ Planning | Permits/ Reporting | Programs | Water Resources

Director
Herb Guenther

ADWR
Arizona Department of Water Resources
eGovernment

AZ.GOV
Arizona's Official Web Site

Securing Arizona's Water Future

Search

Permits, Forms, and Applications

PRE-APPLICATION STEP 1.

COMPLETENESS APPLICATION REVIEW STEP 2.

CORRECTNESS APPLICATION REVIEW STEP 3.

PERMIT ISSUANCE / DENIAL (FILE CLEAN UP) STEP 4.

Permit Guide

You are at step one I known as the Pre-application process. Select the video or Link that will provide you tools, instructions, examples and an …

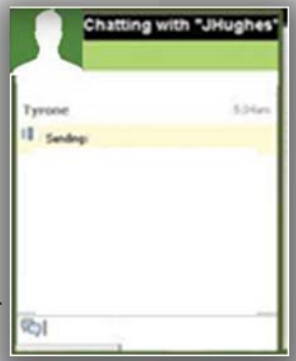
Provided you: Common Errors, Samples, Forms, Tools

You are at step 2, the "Completeness Application Review. Select the video or Link that will provide you tools, instructions, examples and an … You can expect..

Provided you: Common Errors, Samples, Forms, Tools

You are at step 3, the "Correctness Application Review. Select the video or Link that will provide you tools, instructions, examples and an … You can expect..

Provided you: Common Errors, Samples, Forms, Tools

You are at step 4, the "Permit Issuance/Denial. Select the video or Link that will provide you tools, instructions, examples and an … You can expect..

Provided you: Common Errors, Samples, Forms, Tools